

06/01/2009

Dear Colleagues,

I am truly honored to lead the Office of Environmental Management. I have worked for EM for more than a decade during which time I've had the privilege to team with many of you in tackling one of the greatest environmental challenges in history. Thank you for your hard work, your dedication, and your sacrifice. Let's face it—this is not easy work. It is exceedingly difficult, often unglamorous work and we are always under extreme pressure to succeed. We persevere, because we are in the business of solving the unsolvable. We persevere, because we know that our cleanup mission innately benefits the American people.

Your past successes at Rocky Flats and Fernald, and your on-going successes at WIPP, Idaho, Oak Ridge, Savannah River, Hanford and many other sites across our complex have clearly demonstrated that you are a capable team. Your successes have paved the way to an exciting future, which includes additional funding from the American Recovery and Reinvestment Act and the opportunity to reduce the EM footprint while decreasing EM lifecycle cost. Other exciting developments on the horizon include new technologies for waste treatment and groundwater remediation and a concerted focus on people development.

As we start this journey together into the future, I want to emphasize my key priorities for our program. First, safety must remain our top priority: no schedule, milestone, or cost consideration is worth any injury to our workers or any adverse effect to the public or the environment. We remain committed to a safe workplace culture and expect EM to continue to maintain the highest safety standards for all the work it performs.

Second, I am committed to the transparency and accountability objectives established by our President and our Secretary—we should never surprise our own staff, our contractors, our regulators, or our stakeholders. We want full and open discussions on the issues, priorities, program performance and planning. Transparency of the program is our strongest ally in achieving our cleanup mission.

Third, I want to emphasize accountability in fulfilling our commitments—to ourselves, within the Department, to our regulators, to our stakeholders, and to the American people. In addressing this challenge my focus will be on the ***EM Management Initiatives*** that our senior team developed and started earlier this year:

- ***Improving safety performance toward a goal of zero accidents/incidents***
- ***Achieving excellence in leadership so that EM becomes the employer of choice***
- ***Improving project performance to deliver EM projects on time and within cost***
- ***Improving alignment between EM Headquarters and Field Offices to streamline decision-making and improve program efficiency***
- ***Establish strategic options for the EM portfolio to reduce the lifecycle cost and schedule of the program***

In our journey, we will hold ourselves accountable for learning, continuously improving our organization, and performing our work in a safe, secure, and compliant manner. I believe that these initiatives will enable us to deliver improved performance and meet the high expectations of this administration and the American people.

I urge each of you to join with me and commit to this journey to achieve excellence in every aspect of our work. Our Departmental senior leadership consists of change agents determined to make the world better. EM needs your energy, passion, ideas, commitment, and sense of urgency to take its performance to the next level and beyond. We are in a unique position to build on the past and transform the future. Together, as a team, we can provide unprecedented performance and value for the American taxpayer. EM is poised for the journey to excellence—by working as a high performing team we will ensure successful completion of the Department's environmental legacy cleanup.

Warmest Regards,

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